



MARCH 10 NOMINATION DEADLINE FOR THE 2004 GOVERNOR'S STAR AWARDS FAST APPROACHING

BY MARK GELBAND
EMPLOYEE RELATIONS & COMMUNICATIONS



The annual Governor's State Top Achievement Recognition (STAR) Awards offers state employees an excellent opportunity to recognize a colleague or group of colleagues who go beyond what is expected and set an example for all of us.

Please take the time to inform employees about the STAR Awards. We have tried hard to widely publicize the STAR Awards and their value, and we appreciate your help.

Individual performance awards include: the **Outstanding Service Award**, which recognizes exemplary performance throughout the individual's career with the state; the **Leadership of the Year Award**, which is for managers, supervisors or lead workers with the state; and, the **Employee of the Year Award**, which is for an individual employee who does not function in supervisory or managerial capacities.

Group/ Special/ Team awards include: **The Governor's Productivity Award**, which recognizes a group of employees or team demonstrating outstanding initiative and creativity that results in improved service to customers, greater efficiency and effectiveness, or cost savings/avoidance; **Rudy Livingston Service Award**, which is for an employee or group of individuals providing assistance or encouragement to fellow state employees above and beyond what is expected as part of the job; and **Citizenship Award**, which recognizes either an individual or a group of employees who have exhibited exemplary voluntary service to the community.

Nomination Instructions and complete Award Descriptions are included in the back of this issues. Nomination Forms are available online at www.colorado.gov/dpa/dhr. Completed nominations can be emailed, faxed or mailed. Please follow the instructions.

Nominations **MUST BE received no later than 5 p.m., Wednesday, March 10, 2004**. Nominations **received after the deadline or without the necessary approval will NOT be accepted**. If you have questions regarding nomination submissions, contact Jacque Morley at 303-866-2393 or Judy Giovanni at 303-866-2024.

Award presentations will be made at the annual Governor's STAR Awards Luncheon, held this year on May 12th, from 11 am – 2 pm at the Adam's Mark Hotel.

MOONLIGHTING INTERNALLY: KNOW THE LAW

BY PAT ROMERO
RULES INTERPRETATION

Did you know the way statute is written makes it illegal for a full-time state employee to moonlight within the state personnel system?

Section 24-2-103 C.R.S. (2003) states:

...employees, if under the state personnel system, shall receive such compensation as fixed pursuant to the provisions of section 13 article XII of the state constitution. In any case where a head of a principal department or other officer or employee receives compensation as fixed pursuant to law, such head or other officer or employee shall receive no compensation or fees in addition thereto, nor shall he receive compensation or fees from more than one department, institution or agency or in more than one capacity.

Accordingly, hiring or contracting with a current full-time state employee to work in another capacity or at another state agency in addition to the regular full-time job is in violation of this statute.

For example, a full-time state personnel system employee may not be hired to teach evening and weekend classes as an instructor at a state college. The law does not prohibit an employee from engaging in dual employment by occupying two permanent part-time

positions for different agencies as long as they do not total more than 100%. Nor does the law prohibit an employee from accepting an honorarium for a service. The point is that state employees may not earn more than the regular salary of a single FTE.

Departments that temporarily need the skill set of a current employee from another department may negotiate with that department to pay that employee for the period of time necessary to complete a project. Such payment, however, cannot be in addition to the full-time salary the employee would normally receive.

Additionally, the law governing temporary employees does not authorize employees within the state personnel system to work in both a permanent and temporary capacity at the same time. Section 24-50-114 (2) specifically provides for temporarily employing "persons from outside the state personnel system."

The law is clear that when there is a recurring need for state employees to provide services outside of their normal work schedules, departments must either ask their employees to work overtime or hire additional employees to accomplish the work.

If you have questions, contact Pat Romero at 303-866-5383 or pat.romero@state.co.us.

PERSONAL SERVICES CONTRACTS UPDATE

BY JOI SIMPSON
PROGRAM COORDINATOR

Pilot Program

As we enter the fifth month of the pilot process, DHR is very pleased with the improved relationships that have taken place with the HR, contracting, and procurement community. As a result of the pilot, DHR has developed a Pilot Forum where participating departments can discuss issues or problems that are not just related to the pilot, but that also identify areas of improvement within the personal services contracts process itself.

Prior to July 1, 2004, all departments participating in the pilot are expected to perform an evaluation of personal services contracts that are currently waived by the Department of Personnel & Administration/Division of Human Resources (DPA/DHR). This means that HR

offices (for departments participating in the pilot), with the cooperation of purchasing and contracting professionals, will need to assess and understand their department's contracting needs and issues prior to issuing program waivers internal to their departments. Departments will need to document the assessment process and furnish DPA/DHR with a copy of the results of that analysis before they grant internal waivers.

Agency program waivers must be approved and issued by the department HR administrators. Waivers need to be in place by July 1, 2004, or HR offices will need to review all personal services requests.

Staff from the Department of Labor and Employment (DOLE) will be assisting DHR staff with the pilot evaluation. The evaluation process will help DHR determine if the processes developed during this pilot truly create efficiencies and further streamline the personal services process. In addition, the evaluation will focus on time saved, training needs, impact on department staff, and additional risks, and provide valuable

See Update page 6

FMLA CORNER

BY LAURIE BENALLO
STATE FMLA COORDINATOR

ON THE LEGAL FRONT

Henegar v. Daimler-Chrysler Corp. (E.D. Mich., August 2003)

Facts: Henegar had irritable bowel syndrome and ulcers, but never told his employer. On April 7th, he had a flare-up of symptoms and left a message on the employer's automated system that he would be absent because he was ill. The week of April 16th he saw the doctor again and was told to stay home for another week. He phoned the automated system again saying he would not be in. He did not speak to either his supervisor or the HR office about his absence. During his absence he went to work to pick up a paycheck and also golfed in the company tournament. He called in again on April 21, and then reported to work on April 24. He provided a handwritten excuse to the HR office and was told his absences were being investigated. The doctors office told the company that Henegar had not been treated between April 4 and 23. Henegar was terminated on April 26th for failing to provide proper medical documentation.

Outcome: The employee failed to meet the FMLA's notice requirements. The court found Henegar failed to provide notice as soon as he learned that leave was needed for a serious health condition and that calling the automated system did not provide necessary information for the employer to determine if the employee had a qualifying condition. Henegar claimed retaliation for exercising his rights but because he failed to inform his employer that he needed FMLA leave, he could not establish such a claim.

Cavin v. Honda of America Mfg. Inc. (6th Circuit, October 2003)

Facts: Cavin was in a motorcycle accident and injured his shoulder. He was treated and excused from work for a week. Following the attendance policy, he called the security office to inform them of his absence. He thought that his supervisor would be informed. Cavin returned to work following a plant closure, and contacted the leave coordination department about a leave of absence. He then met with a representative to review the attendance policy and was informed that further attendance violations would result in termination. Cavin explained about the accident and was given 15 days to submit documentation to support FMLA leave. He was told that all of his absences were not considered FMLA leave because he failed to call the leave coordination department within 3 days of the first absence. Cavin provided documentation by the deadline but it was incomplete. FMLA leave was granted for part of the absences but one request was denied because of an

incomplete certification form. Cavin was given eight days to provide additional information, but the doctor failed to complete the form on time. Cavin was disciplined and terminated for violating the attendance policy.

Outcome: Remanded for further proceedings. The district court found Cavin violated the attendance policy and failed to provide timely notice and dismissed his claim. The appeals court found that the FMLA does not allow employers to deny leave when an employee fails to follow internal procedures if the employee gives timely notice of the need for leave. Though Honda claimed Cavin never requested leave or indicated he had a serious health condition, Cavin's statement that he had been at the hospital and was unable to work due to the injury was sufficient notice.

If you have questions about FMLA or other leave issues, please contact Laurie Benallo at 303-866-4247 or laurie.benallo@state.co.us.



NEW EMPLOYMENT LAW SEMINAR

**EMPLOYMENT CLAIMS ARE CONSISTENTLY ONE
OF THE COSTLIEST TYPES OF LITIGATION FOR
THE STATE!**

- ☒ **Learn and understand the key Federal Employment Laws and Regulations**
- ☒ **Become empowered with the knowledge to comply with legal requirements**
- ☒ **Access critical tips on how to remain in compliance**
- ☒ **Earn General 13 CLE credits**

WHEN:
April 14 & 15, 2004

WHERE:
US Environmental Protection Agency
999 East 18 Street, Second Floor
South Terrace Conference Room
Denver, CO

For more information contact Carolyn Gable at 303-866-2439 or carolyn.gable@state.co.us.

MEDITATION: A TOOL FOR STRESS MANAGEMENT & WELL-BEING

BY JON RICHARD, PSYD
C-SEAP

Let's start with dispelling the misinformation, and get it out of the way:

- o You don't have to be a Hindu (or Buddhist, or contemplative Christian, or otherwise religious) to meditate.
- o You don't have to chant mysterious phrases while you do it.
- o You don't need to sit on the floor, cross-legged, with your hands in a modified "a-ok" position on your lap.
- o You don't need to be seeking bliss or some other esoteric outcome.
- o You don't need to put in lots of time to meditate, preferably a year of silence on a mountaintop, or at least an hour a day.
- o You don't need to renounce your family obligations, your profession, your income and all your household electronics to be a serious meditator.
- o The benefits of meditation cannot be gotten more simply by sending the kids to their grandparents' house for a weekend and catching some extra zzzs.

So, what are the facts? In specific contrast to the above: meditation is simple, requires very modest amounts of time, may include religious content or may be completely secular according to the preferences of the meditator, does not require a retreat from the world, does not require difficult postures or any specific level of physical fitness, will almost certainly not result in bliss, and is a form of rest and renewal that is completely different than napping, sleeping, or relaxing with TV or a good book.

In its simplest form, meditation is simply the practice of intentionally, gently focusing mental attention for specific periods of time, and repeating the practice with some regularity. Concentration may be focused on a word or a phrase of the meditator's choice, on a physical sensation (such as the ordinary rhythm of breathing in and out), on an object (such as a favorite picture, a candle flame, or simply, the floor or wall in the near distance), or on the flow of your own thoughts from one moment to another. It is best done in a quiet space when interruptions can be avoided for a few minutes, and seated or reclining comfortably (but not so comfortably as to fall asleep).

Notwithstanding meditation's simplicity, sound scientific research has demonstrated that meditation has multiple potential benefits. According to the Mayo Clinic, "Meditating each day can help you relax and decrease

muscle tension. It can reduce your risk of heart disease by reducing your body's response to the chemicals it produces when you're stressed...meditation also reduces your blood pressure...meditation can calm your mind, relax your body...and risks are minimal." It has also been demonstrated that meditation may boost the functioning of the immune system, improving overall health and maximizing the effect of medical interventions. Other avenues of research indicate that meditation aids the treatment of some kinds of depression and anxiety disorders, may improve quality of life for individuals undergoing distressing medical treatments (such as chemotherapy), and can decrease the suffering associated with chronic pain disorders. For many who meditate, it is a matter of common sense, and fiscal intelligence to practice a simple, proactive, low-cost, low-risk strategy for enhancing well-being.

A few caveats:

- o A single or occasional session of meditation has not been shown to produce any of the benefits described above. Regular practice (at least several times per week) is more likely to produce good results, even if each session is quite brief (many people meditate for only 5-15 minutes per session, although others do choose to spend longer periods of 45 minutes or an hour).
- o Subjective benefits (such as an increased feeling of calm, better concentration on daily tasks, decreased irritability) typically require several weeks or even months of regular practice.
- o Both subjective benefits and objective benefits (e.g., decreased blood pressure) are usually lost within several weeks if the individual quits meditating. Like physical exercise, the benefits are dependent on ongoing application.
- o While meditation is simple, it is not always easy. New meditators often report being surprised (and perhaps annoyed) to notice that their minds wander frequently off the focus point and onto ordinary tangents of thought. This is absolutely normal, and should not be taken as a sign of doing it "wrong".
- o Judging whether or not one is meditating "right" or "well enough" tends to create tension and undermine the potential benefits. If you choose to meditate, congratulate yourself every time for putting in the time toward enhancing your own well-being, and leave the self-evaluation at that.

See *Meditation* page 5

TOTAL COMPENSATION RECOMMENDATION MOVING FORWARD

BY SUE HUANG
TOTAL COMPENSATION SPECIALIST

As Jeff Schutt noted in his cover article last month about DPA's revised recommendation, "Under the Total Compensation Act, ...the General Assembly (will) debate both the total funding level and whether it agrees with the recommended breakdown. The General Assembly could reduce the total amount, increase the total amount, or determine a different mix.

To refresh, DPA requested three adjustments related to state employee pay:

- a 2% salary adjustment for all employees who score two or higher on their performance review;
- a minimum range salary adjustment to bring employee salaries that have fallen below the salary minimum up to the minimum; and
- a performance-pay award distribution to reward high achieving employees for their achievement.

During the JBC hearing on Common Polices, the Committee initially recommended the following action with regards to employee compensation:

- a salary survey adjustment, regardless of job

performance, for all state employees, ranging from 2.2 percent to 4.8 percent based on the employee's occupational group;

- a minimum salary range adjustment that is included in the salary survey adjustment;
- no performance-pay award distribution to reward high performing employees; and
- the department's recommended adjustment to group benefits plans.

During a February 25th follow-up hearing with OSPB Director Nancy McCallin, the JBC reconsidered its decision on pay and chose to support the performance-based pay concepts in the Department's updated recommendation. These recommended pay adjustments, in addition to the requested funding for contributions to group benefit plans, will move forward for consideration by the General Assembly.

DPA will continue to advocate for the total compensation necessary to offer a competitive package and will communicate exact figures once they are known.

Meditation continued from page 4

An accepting and good-natured attitude toward your own meditation experience is helpful.

- o Although meditation has been shown to be valuable in enhancing overall well-being and in adjunctive care of some physical and emotional conditions, meditation has not been demonstrated to be a sufficient treatment by itself for any diagnosed medical or mental health condition. Whether or not you choose to meditate, don't change any aspect of prescribed treatments for any diagnosed condition (e.g., blood pressure medications, anti-depressant medications) without consultation with, and approval from your health care provider. Similarly, do not rely on meditation alone in responding to significant physical, emotional or behavioral disruptions in your life.

Meditation is more easily practiced (at least at the outset) with some written instructions and the use of an audio tape or CD for prompts. Among the best resources (user-friendly, scientifically-based, and straightforward) are the following:

Books:

- o *Simple Meditation and Relaxation*, by Joel Levey (Conari Press, July 1999).

- o *The Wellness Book*, by Herbert Benson, MD & Eileen Stuart, RN, MS (Fireside, 1992)

Audio:

- o *The Art of Meditation*, by Daniel Goleman (CD or cassette). (Audio Renaissance, 1989).
- o *Mindfulness Meditation Practice*, by Jon Kabat-Zinn, PhD. (CDs or tapes), (www.mindfulnessstapes.com)

Additional useful information, both user-friendly and more technical, can also be found by checking out the references that were used in the preparation of this article.

References:

Barbor, Cary (2001). The Science of Meditation. *Psychology Today*, May/June.
Davidson, Richard, et al (2003). Alterations in brain and immune function produced by mindfulness meditation. *Psychosomatic Medicine*, 65:564-570.
Meditation: Calming your mind, body, and spirit. www.mayoclinic.com
Murray, B. (2002). Finding the peace within us. *Monitor on Psychology*, 33(7), p. 56.

information to help determine if this process can and should be implemented statewide.

Contracting Issues

When routing pre-approved personal services contracts through the central approvers, please remember to attach any approval letters or appropriate documentation to the contract. When contracts are routed for personal services review without the proper approval documentation, whether it is a service that is waived, a pre-approval, etc., the contract will be returned to the requesting department.

Under the Personnel Director's Administrative Procedure P-10-7, departments are required to submit solicitations for review and approval prior to award unless otherwise waived. As reported in the Division of Finance and Procurement's article, DHR has reviewed approximately 312 contracts in the 2nd quarter of 2004. A good portion of these contracts had a direct impact on the state personnel system, and, therefore, more time was required for the review. However, another portion of these contracts didn't go through the prior approval process, and thus, contract review could have been avoided had the solicitation been reviewed up front. The time saved on a pre-approved contract includes the time in the central approver routing process, and most pre-approvals are also granted for the life of the contract (this includes any amendments) as long as the contract continues to comply with the original approval as outlined in the solicitation. In other words, if the contract is for five years, the pre-approval is valid for five years and does not require review by DHR during that period, unless amendments change the scope of work or pricing.

For contracts that fall under CRS 24-50-503 and 24-50-504 (2)(a), these contracts are deemed to have a direct impact on the state personnel system. DHR cannot grant a pre-approval that allows final entry on these contracts because of the impact; however, during the pre-approval process, we have been able to identify issues that need to be addressed either in contract negotiations or in the final Cost Comparison. In this review process DHR will grant an initial approval to move forward with the solicitation, but further review and approval is required before the award to a contractor. This second review is to ensure that in fact a cost savings is realized, an evaluation of the impact on personnel system staff is done, and that all statutory requirements are met. All-in-all, we have found that solicitation pre-approvals are worth the effort in the long run.

Independent Contract Versus Employment Contract

There have been rumors and discussions over the past year about retired or former state personnel system employees returning to perform the exact same function they performed during their tenure as an employee. The confusion has come out of not understanding the difference between a personal services contract and an employment contract.

In this article we hope to lay the rumors to rest. First and foremost, under CRS 24-18-201, a former employee may not enter into a personal services contract within six months of termination to perform duties directly related to what he or she performed as a state employee. A retiree or former employee can, however, come back as an employee (once PERA requirements are satisfied) in a permanent or temporary part-time position to perform the same functions as performed during his or her tenure.

This is a business tactic often used to help with the transition of a function. This mechanism has been used to assist departments with training issues and transfer of responsibilities. Sometimes trying to train a function requires more than a month or even six months. Departments have also retained former employees (as employees) to perform or assist with a seasonal function. In other words, a full-time staff person is not needed to carry out a function, and it makes good business sense to utilize this individual because of background and experience, as no additional training is required. These individuals are not brought back as independent contractors; they are employees.

Integrated Peer Review

DHR staff has been conducting audits through the procurement peer review process. This has been a great learning experience not only for DHR staff, but also for those two departments that have been reviewed to date. Best practices are being identified and will be highlighted as we move along. This process has been very eye-opening in helping staff determine where processes need to be cleaned up or modified on both sides of the table.

Here are just a few highlights of what we discovered so far.

Did you know that through the DOLE, you can obtain individuals to fulfill your temporary employment needs? During fiscal year 02-03, DOLE did not utilize any employment agencies for its temporary needs. Instead, they utilized their workforce development centers to employ state temporaries, thus saving time and money by not hiring through employment agencies. Interested agencies should contact the Human Resources Office with DOLE for more information.

The departments that DHR has met with so far have developed a working relationship between HR staff, contract staff, and procurement staff, that is critical to transitioning the personal services functions. These departments have made every effort to ensure that all three entities are "in the loop" which strengthens the communication and avoids greater errors, headaches and delays down the road.

Other Issues

When Joi goes on leave in March, Don Fowler will assume the program coordinator duties for personal services. Don can be reached at don.fowler@state.co.us and 303.866.4250. Don will send out an email notifying folks of the change, and the same will occur upon Joi's return.



EMPLOYMENT LAW SEMINAR

Federal Laws have a significant impact on how employers do their job, and Federal Employment Law is constantly changing. EMPLOYMENT CLAIMS CONSISTENTLY ACCOUNT FOR ONE OF THE COSTLIEST FORMS OF LITIGATION FOR THE STATE. Those responsible for the application and implementation of employment laws MUST maintain a current working understanding of how these laws impact what they do.

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Learn and understand the key Federal Employment Laws and Regulations | <input checked="" type="checkbox"/> Become empowered with the knowledge to comply with legal requirements | <input checked="" type="checkbox"/> Access critical tips on how to remain in compliance |
|--|---|---|

The most authoritative sources of Federal Employment Laws will instruct each session. Instructors are practitioners who actively litigate in Federal or State courts, or who work with agencies that interpret and enforce major laws prohibiting employment discrimination.

DEVELOP THE FOLLOWING LEADERSHIP COMPETENCIES

- Situational decision making through alternate dispute resolution
- The skills to avoid employment actions that lead to employer liability
- Greater insight into employment law decisions
- Conflict management skills in employment disputes
- Continual leadership development

This 2-day training program is perfect for managers, supervisors, Human Resource professionals, Equal Opportunity and ADA coordinators, Risk Managers, Attorneys and staff who want to understand the ongoing legal requirements of employment law. Cost: \$350.00

THE BOARD OF CONTINUING LEGAL & JUDICIAL
EDUCATION HAS ACCREDITED THIS SEMINAR FOR
13 GENERAL CLE CREDITS.

UPCOMING COURSE

April 14 & 15, 2004

US Environmental Protection Agency
999 East 18 Street, Second Floor
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Denver, CO

www.colorado.gov/dpa/dhr



DPA

Professional



Development Center

1313 Sherman Street
Denver, Co 80203
Phone: 303-866-2439
Fax: 303-866-2021

Email: carolyn.gable@state.co.us

THE DEPARTMENT OF PERSONNEL & ADMINISTRATION AND THE JUDICIAL BRANCH

invite you to attend our continuing brown
bag luncheon series for state mediators

When: 11:30 AM - 1:30 PM
Wednesday, March 10, 2004

Where: ***Division of Wildlife HQ, 6060
Broadway, Bighorn Room

THIS MEETING'S TOPIC:

MEDIATOR TOOL: RECOGNIZING DECEPTION

Presented by:
Gary Berlin

Mark your calendars for the rest of 2004!

Wednesday, May 12, 1313 Sherman, Rm 220

Wednesday, July 14, 1313 Sherman Rm 220

Wednesday September 15, 1313 Sherman, Rm 318

Wednesday, November 10, 1313 Sherman, Room 220

Future topics will include: Non-Confrontational Communication, Race/Ethnicity/Culture issues in Mediation, Mediator Credentials: Pursuing Certification, Your Personal Conflict Style: The Thomas Kilman Instrument, Non-Verbal Cues in Mediation: Neurolinguistic Programming, and Issues with Co-mediation.

For more information about the luncheon series, the location of future luncheons, the state mediation program or additional training for state mediators, contact Pat Romero at 303-866-5383 or pat.romero@state.co.us. Please RSVP to Pat and remember to bring your lunch.

Brown Me
Alone
Man right
NO

Peace is not the absence of
conflict; It's that state
when we can deal with
conflict effectively,
efficiently and
respectfully.

-Randolf Lowry

Wrong Yes
Woman
Group white
YOU



THE GOVERNOR'S STAR AWARDS - 2004

NOMINATION INSTRUCTIONS

1. Read these instructions and the [Award Descriptions](#) carefully before completing the [Nomination Form](#) and making your submission. All submissions must be reviewed and approved by the executive director, college or university president/chancellor of the nominee's agency. See submission guidelines below.
2. Only employees currently employed by the State of Colorado are eligible. Nominees for the Outstanding Service Award may be retiring within the nomination year.
3. Previous award winners may not be nominated for the same award but may be nominated for an award in a different category.
4. Completely fill in the [Nomination Form](#). Please limit narrative section to no more than two pages.
 - a) Specify the award category and focus on the eligibility criteria listed for that award. If you are not sure which category to specify, choose the one that seems most appropriate. Each nomination packet will be considered for one category only.
 - b) Use the narrative section of the nomination form provided to briefly describe the nominee's normal job duties and why the individual/team/group is being nominated, and to detail how the nominee meets the award criteria.
 - c) Narrative clarity and conciseness are important. The selection committees will base their decision only on the information provided in the nomination packet; the individual(s) name and departments/agencies will not be made available to them. Discuss what makes the candidate uniquely qualified for the award; provide specifics, human interest stories, examples or anecdotes. Have someone review the nomination to help ensure you have created a complete picture of the individual/team/group you are nominating for the award.
5. Nominations can be submitted via email, fax or mail:

Email Submission Guidelines

- a) Complete the [Nomination Form](#) as described above.
- b) When complete go to "File," click "Save As" and save the form on your computer as nominee's name.doc, for example joesmith.doc. Print and have reviewed.
- c) Email the form with "Star Award Nomination" in the subject line to the Executive Director of the nominee's department for approval.
- d) Upon approval, the Executive Director or his/her Assistant must email the nomination directly to jacque.morley@state.co.us.
- e) **Only nominations emailed from an Executive Director or his/her assistant will be accepted electronically. In lieu of a signature, this will constitute review and approval of the Executive Director.**

Fax & Mail Submission Guidelines

- a) Complete the [Nomination Form](#) as described above.
- b) When complete go to "File," click "Save As" and save the form on your computer as nominee's name.doc, for example joesmith.doc. Print and have reviewed.
- c) Send to the Executive Director of the nominee's department for approval and **signature**. The Executive Director, College or University President/Chancellor must sign a faxed or mailed entry form.
- d) Fax or mail the signed, completed form to Jacque Morley:

Fax: 303-866-2021

**Mail: Department of Personnel and Administration, DHR
1313 Sherman Street, Room 122
Denver, CO 80203
Attention: Jacque Morley**

Nominations **MUST BE received no later than 5 p.m., Wednesday, March 10, 2004.** Nominations **received after the deadline or without the necessary approval will NOT be accepted.** If you have questions regarding nomination submissions, contact Jacque Morley at 303-866-2393 or Judy Giovanni at 303-866-2024.



THE GOVERNOR'S STAR AWARDS - 2004

AWARD DESCRIPTIONS

INDIVIDUAL PERFORMANCE AWARDS

Please nominate only **one** person per award. These awards are intended for **individual** recipients. Be sure to clearly explain how the individual meets the criteria in the award description.

OUTSTANDING SERVICE AWARD

This award recognizes exemplary performance throughout the individual's career with the state. The individual must have at least 20 years of service for the state. This service may have been at any level in the state system and may have been with more than one department. The major focus of the award will be on superior performance, integrity and dedication throughout the individual's career with the state.

LEADERSHIP OF THE YEAR AWARD

This award is for managers, supervisors or lead workers with the state. A nominee must have at least two years of experience as a manager with program responsibility, or as a supervisor or lead worker, whose primary function is supervision of more than three employees. Individual initiative will be considered along with leadership/supervision of the work unit. Consideration may also be given to those leaders who promote diversity within state government, and who understand that promoting diversity enhances their organization or the state as a whole.

EMPLOYEE OF THE YEAR AWARD

This award is for an individual employee who does not function in supervisory or managerial capacities. Major emphasis will be given to employees demonstrating exemplary performance, dedication to their jobs, and a willingness to go above and beyond the normal expectations of their jobs. A candidate must have a minimum of two years of experience with the state.

SPECIAL/GROUP/TEAM AWARDS

Please read each award description carefully and clearly explain how the group, team or individual meets the criteria.

THE GOVERNOR'S PRODUCTIVITY AWARD

This award is for a group of employees or team demonstrating outstanding initiative and creativity that results in improved service to customers, greater efficiency and effectiveness, or cost savings/avoidance. The project/idea must have been implemented or completed within the last year. If the project/idea is based on the work of others, the candidates must have made a substantial change to this original work. The work group or team may consist of a single work unit, a cross-functional work group, or an interagency project team.

RUDY LIVINGSTON SERVICE AWARD

This award is for an employee or group of individuals providing assistance or encouragement to fellow state employees above and beyond what is expected as part of the job. This service should be ongoing in nature; e.g., assisting fellow employees by volunteering as a mentor or a mediator, serving as a representative on employee issues committees, initiating activities to benefit state employees, and/or promoting diversity as a positive impact on the work environment. The candidate(s) must have a minimum of two years of experience with the state.

CITIZENSHIP AWARD

Either an individual or a group of employees who have exhibited exemplary voluntary service to the community. This service may be, but does not have to be, related to their job assignment(s) but must be outside of the normal, paid job assignment. Acts of heroism outside of the job setting may also be a reason for nomination.